

VOLUME XIII INDEX

NO. 1, FALL 1989	1-106
NO. 2, WINTER 1989	107-199
NO. 3, SPRING 1990	201-294
NO. 4, SUMMER 1990	295-428

A

Administrators. *See* Managers
 Advanced Human Resources Development Program (AHRDP) (New York State), 272-283
 Advanced integrated manufacturing (AIM) centers, 298
 "The Alabama Management Improvement Program," 177-186
 Ambiguity theory, 347
 American Federation of Teachers, 356
 "An Analysis of Governmental Efficiency in Industrialized Countries," 369-384
 Analytical movement, 337-338
 Authority. *See* Power

B

Bacciocco, E. J., Jr., "Survey of West Coast Cities with Merit Pay Systems," 405-411
 Balk, W. L., "Notes on the Theory and Practice of Government Productivity Improvement," 117-131
 Ban, C., "Issues in the Evaluation of Management Training," 271-286
 Benton, F. W., "Human Resources and Labor-Management Cooperation," 107-116
 Blake, R., "Ethics and Bureaucratic Functioning," 411-416
 "Book Notes: Recent Publications of Interest," 287-294
 Books: "Book Notes: Recent Publications of Interest," 287-294; "Decision Rules, Gatekeepers, and the Delivery of Municipal Services," 195-199; "Ethics and Bureaucratic Functioning," 411-416; "Managing

Conflict in the Public Sector," 99-106
 Bouckaert, G., "Notes on the Theory and Practice of Government Productivity Improvement," 117-131
 Bozeman, B., "How to Die with Statistics," 13-26
 Bozeman, J. L., "How to Die with Statistics," 13-26
 Bronner, K. M., "Notes on the Theory and Practice of Government Productivity Improvement," 117-131
 Brownlow Committee, 337, 347
 Budget and Accounting Act of 1921, 336
 Budgets: and bureaucrats, 360-361, 365; and effectiveness, 373; line-item, 406; and productivity, 315-317; program, 404-405; rights-based, 346; top-down, 344-345
 Business sector. *See* Private sector

C

Capacity-building movement, 338-339
 Carver, R. H., "Examining the Premises of Contracting Out," 27-40
 "The Challenge of a More Responsible, Productive Public Workplace," 43-59
 Change: interaction-centered, strategies, 156; and job ambiguity, 120; and labor organizations, 116; management view of, 129; planned, 145; and productivity theory, 118
 Civil Service Reform Act of 1978, 403
 Clayton, R., "Modeling Interorganizational Effectiveness," 215-222
 Commentary: "Evaluating the Cost Effectiveness of Hand-Held Computer Technology," 201-213; "Human Resources and Labor-Management Cooperation," 107-116; "Municipal Managers' Concerns for Productivity Improvement," 3-11; "Productivity and Cooperation," 295-299

Communication: bottom-up, patterns, 185; and decision rules, 196; labor-management, 107-108

Community-based long-term care (CBLTC) programs: client services, 387-390; and deinstitutionalization, 390, 392, 393; dual objectives, 387; establishing, 388-392; evaluation of, 387, 393-394; program information system, 393-394; and quality of life, 388-390, 392-393; research-practice relationship, 394-395; structure, 391-392; types of clients in, 390-391

Comparative theory, 371-372

Competitiveness: of Japan, 298; marketplace, 295; of Soviet Union, 296-297; of U.S., 298

Computer(s): hand-held, 201-213; literacy skills, 398; micro, 290

Conflict: in public sector, 99-105; taking charge of, 100. *See also* Conflict resolution

Conflict resolution: and grievance mediation, 102; guides, 101-103; new efforts, 101; processes, 180; and public administration, 100-104; in public sector, 99-105; resources, 103-105. *See also* Conflict

Consolidated government expenditure per man-year (CGEPY), international analysis of, 377-381

Consultants. *See* Internal consultant groups

Contino, R., "Human Resources and Labor-Management Cooperation," 107-116

Contracting out: costs, 31-34; debate about, 27; decisions, 34-38; and efficiency, 28; goals of, 28; model for, decisions, 29, 35; for property tax assessment, 29; by unions, 113-114

Corruption: and human nature, 43-44; obstacles to, 44-45; reducing, 48-56. *See also* Power

County governments: diversity, 89-90; goals of educating officials, 90-91; model program, 95-96; overcoming resistance to change, 93-96; traditionalism, 90

C/SCSC, 288

Cutback management, 340

Cutchin, D., "Municipal Executive Productivity: Lessons from New Jersey," 245-270

D

"Decision Rules, Gatekeepers, and the Delivery of Municipal Services," 195-199

Deinstitutionalization, 323

District of Columbia, parking enforcement program, 201-213

Doppelgänger effect, 47-48

E

"Educating Elected Officials in Strategic Goal Setting," 161-175

Education and Training: "Issues in the Evaluation of Management Training," 271-286; "Local Government Training and Education Needs for the Twenty-First Century," 397-404; "Resistance to Training," 89-97

Effectiveness. *See* Efficiency; Productivity

Efficiency: finance officers', 328; and financial incentives, 365; improving administrative, 113, 155; in industrialized countries, 369-383; and job ratings, 120; of long-term care programs, 387-395; measuring, 110; and parsimony, 347; and public financial management, 333-347; ratios, 371; and SOPs, 196

Efficiency analysis: of CGEPY, 377-381; and comparative theory traditions, 369-370; and expenditures per man-year, 371, 372-373; and GDP, 371; international, 373-375; levels of, 373-375; methodological issues, 375-377

"Efficiency as a Competing Principle in Public Financial Management," 333-351

"Efficiency in Long-Term Care Programs with Dual Objectives," 387-396

Efficiency ratios, 371

Efficient citizen movement, 335-337

"The Employee: Responsibility, Resource, and Role," 41-42

English poor law tradition, 371, 383
 Ethical decision making: characteristics, 304; context, 304-305; and personnel, 303; studies on, 306

Ethical moderators, 304

Ethics: and bureaucracy, 413-417; and code of business, 294; in decision making, 303-305; and deep structure, 303; five-P theory of, 416; public sector, 49; types of, dilemmas, 416-417

"Ethics and Bureaucratic Functioning," 413-418

"Evaluating the Cost Effectiveness of Hand-Held Computer Technology," 201-213

Evaluation: of CBLTC programs, 387, 393-394; design, 275-278; of management training, 271-283

"Examining the Premises of Contracting Out," 27-40

Executives. *See* Managers; Public sector executives

F

Faerman, S. R., "Issues in the Evaluation of Management Training," 271-286

Featured Topic: "The Alabama Management Improvement Program," 177-186; "An Analysis of Governmental Efficiency in Industrialized Countries," 369-384; "The Challenge of a More Responsible, Productive Public Workplace," 43-59; "Educating Elected Officials in Strategic Goal Setting," 161-175; "Efficiency as a Competing Principle in Public Financial Management," 333-351; "Efficiency in Long-Term Care Programs with Dual Objectives," 387-396; "The Employee: Responsibility, Resource, and Role," 41-42; "Governmental Efficiency: An Eighteenth- or Twenty-First Century Idea?" 331-332; "Innovative Approaches to Public Sector Management Development and Training," 155-160; "Just-in-Time Health and Human Services: A Client Approach,"

77-87; "Municipal Executive Productivity: Lessons from New Jersey," 245-270; "Politics and Leadership: Political Executives at Work," 225-243; "Public Sector Executives," 223-224; "Training and Organizational Change," 187-193; "The Utility of Internal Consultant Groups," 61-75; "Volcker Versus Niskanen: Reflections on the Limited Use of Financial Incentives in the Public Sector," 353-368

Federal Executive Institute (FEI), 187, 189

Finance officers: incentives, 328; professional development of, 321-323; profile of, 319; recognition, 325-326; responsibility of, 319-321; study of (Fla.), 317-328; traditionalness, 327-328; training, 326-327

Financial incentive plans: competing views of, 357-362; five-step, 410; implementation, 357-358; public sector, 353-365; public vs. private sector, 358

Financial incentives: and efficiency, 365; as money intensive, 356; non-implementation of, 354-357; and salaries, 364; and tax policies, 372; and Volcker Commission report, 365

Financial management: convergence/divergence of coalitions in, 341-344; effects of divergence on, 342-344; history of science in, 335-340; role, 347; systems of accountability, 341-342

Financial Management Capacity Sharing Program (of HUD), 338

Financial Trend Monitoring System, 338

Five-step reward-for-service programs, 410

Florida Government Finance Officers Association (FGFOA), 318, 319

Florida Institute of Government, 318

FOCUS groups, 41

Frank, H. A., "Volcker Versus Niskanen: Reflections on the Limited Use of Financial Incentives in the Public Sector," 353-368

Friedel, G. K., "The Utility of Internal Consultant Groups," 61-75

- Frost, R., "An Analysis of Governmental Efficiency in Industrialized Countries," 369-385

G

- Gabris, G. T., "Educating Elected Officials in Strategic Goal Setting," 161-175; "Innovative Approaches to Public Sector Management Development and Training," 155-160
- Gianakis, G. A., "The Utility of Internal Consultant Groups," 61-75
- Glenn-Ryan, R. M., "Training and Organizational Change," 187-193
- Golembiewski, R. T., "Positive Findings Bias in Quality of Work Life Research: Public-Private Comparisons," 145-154
- Governing boards, 291
- Government: and agency ITO relations, 124; and citizen-initiated contact, 197-198; county, 89-96; efficiency, 331-332, 369-383; English-type, 370; finance officers, 317-328; and gatekeepers, 198; genetic tradition, 371; municipal, 4-10, 23-25, 61-62; and municipal reform movement, 122; openness in, 137-138; productivity, 373; productivity improvement in, 4, 117-130; public choice view, 361-362; statistical policy, 21-23; statistics use by, 13-25. *See also* Municipal government(s); Public sector
- Government Executive Institute (of U.S. Office of Personnel Management), 398
- Government finance statistics (GFS), 377
- "Governmental Efficiency: An Eighteenth- or Twenty-First-Century Idea?" 331-332
- Grace, S., "Human Resources and Labor-Management Cooperation," 107-116
- Greenwood Press, 297
- Gross domestic product (GDP), 371, 372, 377, 382

- Groupthink, 47
- Guss, E. J., "Training and Organizational Change," 187-193
- Guy, M. E., "High-Reliability Management," 301-313

H

- Hand-held (HH) computers: cost-effectiveness of, 201-214; cost implications, 209-211; error rates, 208-209; field testing, 205-206; history, 201; installation, 205; and management information systems, 212; performance, 207-212; and productivity, 211; reliability, 211; study of, 202-213; vendors, 204-205
- Harvey, J., "Just-in-Time Health and Human Services: A Client Approach," 77-87
- Health and human services: and CBLTC programs, 385, 391-393; and group technology, 84-85; JIT, 77-87; processing stages in, 83-85; work flow, 79-80. *See also* Community-based long-term care (CBLTC) programs
- Herzberg's motivation-hygiene (two-factor) theory, 359-360
- High-reliability management: attributes, 311; and communication, 309-310; defined, 305; and flexibility, 310-311; implementing, 307-311; and individual responsibility, 306; and maximizing values, and values, 309. *See also* Management
- "High-Reliability Management," 301-313
- High-reliability organizations (HROs), 301-303
- Human resources: and labor-management relations, 107-116; management, 271
- Human service agencies, 288-289

I

- Impossibility theorem, 308
- "Innovative Approaches to Public Sector Management Development and Training," 155-160
- Integrated fiscal systems, 338
- Internal consultant groups: functions,

- 72-73; nature, 69-70; and public/private sectors, 62; St. Petersburg (Fla.) (case example), 62-68
- Internal service fund, 61-62
- International City Management Association (ICMA), 62
- International Monetary Fund (IMF), 375, 376, 377
- Interorganizational indicators, 219
- Interorganizational sets, 217-219
- "Issues in the Evaluation of Management Training," 271-286

J

- James, C., "Evaluating the Cost Effectiveness of Hand-Held Computer Technology," 201-213
- Japan: competitiveness, 298; government efficiency ratio, 371; JIT manufacturing, 77-78; Kanban system in, 81
- Job(s): ambiguity rating, 119-122; performance and training, 279-282; satisfaction and productivity, 360
- Job Training and Partnership Act (JTPA), 19
- Jreisat, J. E., "Productivity Measurement and Finance Officers in Florida," 315-329
- "Just-in-Time Health and Human Services: A Client Approach," 77-87
- Just-in-time (JIT) manufacturing: application problems of, 85-86; and efficiency, 77-78; and health and human services, 78-79

K

- Kamnikar, E. D., "The Alabama Management Improvement Program," 177-186
- Kamnikar, J. A., "The Alabama Management Improvement Program," 177-186
- Kim, J. T., "The Employee: Responsibility, Resource, and Role," 41-42
- Kovoor, S., "Modeling Interorganizational Effectiveness," 215-222

L

- Labor: management cooperation, 107-116; and QWL programs,

- 111-112; unions, 111, 113, 116
- Leadership: and electoral politics, 236-238; and human services, 288-289; and issue politics, 234-236; moral challenge of, 57-58; in political environment, 240-241; and politics, 221-241; transition, 289-290; values, 309
- Line-item budgeting, 315, 316, 327
- Local Government Information Network (LOGIN), 296, 297
- Local government training (study), 397-402
- "Local Government Training and Education Needs for the Twenty-First Century," 397-404
- Long-term care programs. *See* Community-based long-term care (CBLTC) programs; Health and human services
- Loverd, R. A., "The Challenge of a More Responsible, Productive Public Workplace," 43-59

M

- Management: agency-level theory of, 137; and AIMP, 177-185; control by crisis, 164; cutback, 340; and economic analysis, 344; financial, 315; high-reliability, 301-312; human resources, 271; individual-level theory of, 138-139; information systems, 212, 391; of internal service fund agencies, 62, 68-69; just-in-time philosophy of, 42; labor cooperation, 107-116; and microcomputers, 290; municipal (survey), 5; public financial, 333-347; strategic, 133, 137-139, 141; training, 155-160; training evaluation, 271-283. *See also* High-reliability management; Strategic management
- Management information systems, 212, 391
- Management by objectives (MBO), 315
- Managers: abuse of power, 43-57; and achievement, 163; attitudes, 260-263; city, 164-165; conscience, 55-57; decision making, 305-306; ethical decision making, 414-415,

Managers (continued)

416; ethics, 49; ideal, 262-263; initiative, 46-47; inner checks, 54-56; moral challenge, 57-58; motivation, 358, 359; municipal, 3-11; and organizational culture, 190-191; as predicament resolvers, 127-128; public sector, 133, 136; and QWL, 153; skills, 251-260; and strategic management, 133; style, 263-267; tool kit, 316; training of federal, 188; visibility, 49-52; vision, 141, 190.

See also Leadership; Management
 "Managing Conflict in the Public Sector," 99-106

Mattson, G. A., "Decision Rules, Gatekeepers, and the Delivery of Municipal Services," 195-199

Mediation. *See* Conflict resolution

Merit pay system (MPS): future of, 409-411; problems with, 409-410; and West Coast cities (study), 405-410
 Metanorms, 308

Miller, G. J., "Efficiency as a Competing Principle in Public Financial Management," 333-351; "Unique Public-Sector Strategies," 133-144

Miller, L., "Efficiency in Long-Term Care Programs with Dual Objectives," 387-396

"Modeling Interorganizational Effectiveness," 215-222

"Municipal Executive Productivity: Lessons from New Jersey," 245-270

"Municipal Executive Program (MEP)" (N.J.), 245-268

Municipal government(s): contracting out in, 27-39; future training needs of, 401-402; and internal consultant groups, 61-74; and internal service fund agencies, 61-62; management (survey), 5; mayor-council vs. council-manager, 401-402; personnel training needs, 397-402; and productivity improvement, 3-11; salary systems, 410-411; small vs. large, 399; statistics use, 23-25. *See also* Government

"Municipal Managers' Concerns for Productivity Improvement," 3-11

N

National Center for Public Productivity (Rutgers University), 297

National Municipal League, 335

New York Bureau of Municipal Research, 335

Norris, W. C., "Productivity and Cooperation," 295-299

"Notes on the Theory and Practice of Government Productivity Improvement," 117-131

O

Olshfski, D., "Politics and Leadership: Political Executives at Work," 225-243; "Public Sector Executives," 223-224

Ombudsmen, 53-54

Organizational analysts, 216

Organizational development (OD), 41

Organizational effectiveness: and administrative theory, 215-216; defined, 216; evaluation of, 219-220; study of, 216-219

Organizations: and administrative theory, 215-216; analysts, 216; and contracting out, 30; effectiveness of, 6 215-219; ethical milieu of, 415-416; and financial management, 315; interdependencies of, 216; and internal consultants, 61-74; and leadership change, 289-290; moral mazes of, 414-415; redundancy, 309; satisficing, 30, 32; values, 308

P

Paper Work Reduction Act, 17

Parking control aides (PCAs), 201, 202, 205-209, 210-211

Parking enforcement, 202-213

Performance management and recognition system (PMRS), 405

Personnel: county, 89-96; development, 10; groupthink, 47; rotation, 52-53; training of local government, 397-408. *See also* Workers

Planning: and job ambiguity measures, 119-122; and microcomputers,

- 290; and professional administrators, 161; public sector, 134. *See also* Strategic management; Strategic planning
- Planning, programming, budgeting system (PPBS), 337
- Poister, T. H., "Municipal Managers' Concerns for Productivity Improvement," 3-11
- Politics: defined, 223, 225, 231-232; electoral, 236-238; issue, 234-236; issue vs. electoral, 238-240; and leadership, 225-241; playing, 238; and public sector executives, 223-241; and showmanship, 237-238
- "Politics and Leadership: Political Executives at Work," 225-243
- "Positive Findings Bias in Quality of Work Life Research: Public-Private Comparisons," 145-154
- Positive government movement, 337
- Power: administrative abuse of, 43-57; and codes of ethics, 49; and doppelgänger effect, 47-48; and groupthink, 47; and human nature, 43-44; Milgram's experiments on, 46-47; obstacles to abuse of, 44-45
- President's Commission on Industrial Competitiveness, 295
- Private goods, 339, 345
- Private sector: efficiency of, 28; executives vs. public sector executives, 287; and internal consultants, 62; productivity, 372; QWL in (study), 145-153; and strategy management, 135
- Privatization: arguments for, 27; for improved government, 293-294; movement, 339-340; public sector, 10-11, 26-39; and services, 28-29; tenets of, 117-118
- Productivity: agency ITO relationship, 124; and AMIP, 185-186; analysis, 374; bargaining, 5-6, 10; barriers to, 3-4; and budgets, 315-317; business model of, 119; and cooperation, 295-299; decreased interest in, 117-118; defined, 245; and financial control systems, 122-124; and GDP, 371, 372; government, 3, 373; and hand-held computers, 211; and high-reliability management, 312; improvement strategies, 9-10; and innovation, 296; and job satisfaction, 360; measurement, 315-317, 319; microeconomic approach to, 118; municipal executives (study), 245-268; and municipal reform movement, 122; and performance control systems, 373; private sector, 372; public, theory, 118-119; public sector, 291; and public strategy movement, 133; researchers, 119; and team building, 292-293, 308; and three-level concept of public agencies, 126; in U.S., 372; work-force, 109. *See also* Productivity improvement
- "Productivity and Cooperation," 295-299
- Productivity improvement: and creativity, 127; and financial control systems, 122-124; integrating, policy, 125-126; and intermediary proficiencies, 128-129; and levels of agency policies, 124-125; local government, 3-11; and predicament resolution, 127-128; revitalizing, 129-130; and strategic management, 133; strategies, 9-10; studies of, 4-5; theory, 118-119; traditional view of, 127; and training, 10; and work-force measurement, 119. *See also* Productivity
- Productivity in Review: "Examining the Premises of Contracting Out," 27-40; "High-Reliability Management," 301-313; "How to Die with Statistics," 13-26; "Modeling Inter-organizational Effectiveness," 215-222; "Notes on the Theory and Practice of Government Productivity Improvement," 117-131; "Positive Findings Bias in Quality of Work Life Research: Public-Private Comparisons," 145-154; "Productivity Measurement and Finance Officers," 315-329; "Unique Public-Sector Strategies," 133-144
- "Productivity Measurement and Finance Officers," 315-329
- Professional development, 321-323

Program budgeting, 315, 316
 Progressive movement, 335-336
 Pruger, R., "Efficiency in Long-Term Care Programs with Dual Objectives," 387-396

Public choice, 291-292, 361-362

Public goods: allocation, 345-346; and public choice adherents, 361

Public policy issues, 292

Public sector: abuses of power, 45-56; administrative visibility, 49-52; conflict resolution, 99-105; definitions of strategy, 135-136; ethics, 49; executives, 223-241; failure in, 153; financial incentive plans, 353-365; financial management, 333-347; initiative within, 46-47; internal consultants, 61-74; laws, 48-49; leadership challenge in, 57-58; managers, 4; and privatization, 10-11, 27; productivity improvement, 43-58, 117-130; QWL in (study), 145-153; reducing corruption in, 48-56; size increase, 372; and strategic goal setting, 161-174; strategic management in, 133, 137-139; strategies, 133-141; time constraints, 138; in U.K., 375; unionization of, work force, 288; watchdog groups, 53-54. *See also* Government

Public sector executives: attitudes, 260-263; operating environment of, 229-231; political astuteness, 232-234; political interactions (study), 225-241; and politics, 223-241; vs. private sector executives, 287; productivity (study), 245-268; and public participation, 230-231; skills, 251-260

"Public Sector Executives," 223-224

Q

Quality circles: vs. FOCUS groups, 41, 62, 69; and productivity improvement, 6, 10

Quality of work life (QWL): business sector, 149-151; criteria for, 153; evaluative studies of, 146-151; New York City, program, 111-112; and positive findings bias (PFB),

145-153; public sector, 151; and social service efficiency, 332

R

Rabin, J., "Governmental Efficiency: An Eighteenth- or Twenty-First-Century Idea?" 331-332

Reductionism, 229

Request for proposal (RFP), 302-204

"Resistance to Training," 89-97

Rights-based budgeting, 346

S

SAMAN, 299

Scarmalis, K., "Book Notes: Recent Publications of Interest," 287-294

Senior Executive Service, 353

Siegel, G. B., "Modeling Interorganizational Effectiveness," 215-222

Slack, J. D., "Local Government Training and Education Needs for the Twenty-First Century," 397-404

Social construction theory, 347

Soviet Union economy, 296-297

Staff. *See* Personnel

State and Local Exemplary Awards Program, 295

Statistics: census, 16-17; consultants, 22; and demographics, 19-20; funds for, 17-18; and GAAP, 23; games, 14-23; and government policy, 21-25; improving federal, 23-25; and local government, 13-25; president's commission report (1971) on, 14-15; sources of, 16; timeliness of, 18-19

Strategic goal setting: and action planning, 166; and CEOs, 169-170; and consensus, 165-166; constraints, 167-170; and elected officials, 161-174; four-phase matrix model of, 170-174; groups, 168-169, 171-172; and interfacing, 163-164; and internal stability, 164-165; need for, 167-168; and NIMBYism, 165; and organizational interconnectedness, 165; and politics, 170; reasons for, 162-167; rules of, 168; sessions, 163. *See also* Strategic planning

Strategic management: normative

- approach, 141; and opportunism, 136, 139-140; and optimization, 135, 137; and private sector, 135-136; and public sector, 133, 134-137; research, 139-140; theories of, 137-139; and vision, 141. *See also* Management; Strategic planning
- Strategic planning: conventional, 162; defined, 162; and job ambiguity, 119-122. *See also* Planning; Strategic goal setting
- Strategy: for budgeters, 136; and complex serial combinations of logic, 136-137; defined, 134; and military connotations, 135; nonlinear logic view of, 135-136; and opportunism, 136, 139-140; and optimization, 135, 137; private/public sector views of, 134-137; public sector models of, 138; purpose of, 139; rationalized, 134; research, 138-139, 140; tools, 139; in war, 136; and zero-sum game, 137. *See also* Strategic goal setting; Strategic management; Strategic planning
- Streib, G., "Municipal Managers' Concerns for Productivity Improvement," 3-11
- Sullivan, W., "Human Resources and Labor-Management Cooperation," 107-116
- Sun, B.-C., "Positive Findings Bias in Quality of Work Life Research: Public-Private Comparisons," 145-154
- Supply-side economics, 340
- "Survey of West Coast Cities with Merit Pay Systems," 405-411
- T**
- Task analysis, 290-291
- Team building, 292-293, 308
- Thomas, H. B., "An Analysis of Governmental Efficiency in Industrialized Countries," 369-385
- Top-down budgeting, 344-345
- Training: and capacity building, 95; county officials, 89-96; employees, 10; evaluation of management, 271-283; factors affecting, 282-284; incentives, 93; interaction-centered, 156; and job performance, 279-282; local government personnel, 397-402; local sponsorship of, 94; nuts-and-bolts vs. warm-and-fuzzy, 402; and organizational change, 187-193; of public sector management, 155-160; tailoring, 94-95; training, 10. *See also* Personnel
- "Training and Organizational Change," 187-193
- U**
- Unions: blame of, 118; and change, 116; and contracting out, 113-114; and labor-management cooperation, 111; relations with management, 113
- "Unique Public-Sector Strategies," 133-144
- United Nations, 377
- University of Florida, 318
- Urban Institute, 297
- U.S. Bureau of Labor Statistics (BLS), 374
- U.S. Conference of Mayors, 297
- U.S. Department of Housing and Urban Development, 297
- U.S. General Accounting Office, 338
- U.S. Office of Management and Budget (OMB), 17
- "The Utility of Internal Consultant Groups," 61-75
- V**
- Vision: defined, 141; and intuitive approach to problem solving, 141; and management role, 190
- Vocino, T., "The Alabama Management Improvement Program," 177-186
- Volcker Commission report: and budgets, 360-361; and bureaucracy, 364; and college graduates, 359; and employee motivation, 354, 359; and federal employment, 358; and financial incentives, 365; and job security, 363; and mediocre employees, 355; and recruitment/retention of employees, 358-359; and two-factor theory, 359-360

"Volcker Versus Niskanen: Reflections on the Limited Use of Financial Incentives in the Public Sector," 353-368

Volpe, M. R., "Managing Conflict in the Public Sector," 99-106

W

Wagner's Law of Expanding State Expenditures, 372, 373, 378, 382

Whistleblowing, 50-51

White, B., "Human Resources and Labor-Management Cooperation," 107-116

William C. Norris Institute, 297

Wiseman, M., "Resistance to Training," 89-97

Work force: efficiency, 110; measurement system, 119; productivity, 109; standards, 109

Workers: input, 111; mediocre public, 355; responsibility, 43-58; views of public, 357

Z

Zero-base budgeting, 315

